US Army Corps
of Engineers ®

PROGRAM MANAGEMENT PLAN (PgMP)

Project Management Business Process (PMBP) Initiative Program

19 October 2001

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LIST OF ACRONYMS

ABC	Activity Based Costing
ABS	Automated Budgeting System
AIS	Automated Information System
BP	Business Process
CAP	Continuing Authorities Program
CEFMS	Corps of Engineers Financial Management System
CI	Curriculum Initiative
CMB	Configuration Management Board
COTS	Commercial Off-the-Shelf [Software]
CP	Communication Plan
DDC	Design During Construction
DITSCAP	Defense Information Technology Security Certification Accreditation Process
EIG	Engineering Inspector General
ER	Engineer Regulation
GI	General Investigation
HQ	Headquarters
HTRW	Hazardous, Toxic, and Radiological Waste (Environmental)
IDP	Individual Development Plans
IMP	Implementation Plan
IP	Integration Plan
LMI	Logistics Management Institute
NAS	Network Analysis System
OMBIL	Operation & Maintenance Business Information Link
P2	PMBP Automated Information System (AIS)
P3e	Primavera Project Planner for the Enterprise
PDT	Project Delivery Team
PgMP	Program Management Plan
PMBP	Project Management Business Process
PMP	Project Management Plan
PPDS	Program & Project Delivery System

PRISM	Project Resource Information System for Management
PROMIS	Project Management Information System
RMS	Resident Management System
S&A	Supervision and Administration
USACE	U. S. Army Corps of Engineers
WBS	Work Breakdown Structure

U.S. ARMY CORPS OF ENGINEERS

PROGRAM MANAGEMENT PLAN

PROJECT MANAGEMENT BUSINESS PROCESS INITIATIVE PROGRAM

1.0 INTRODUCTION

As we have evolved from an industrial age to an age of knowledge with information technology, our organization must become more agile, focused, efficient and effective. We are in a world of high demands and dwindling resources. Business practices and organizational structures that were effective in the "Industrial Age" are no longer effective business tools in the Age of Information/High-Technology. The U.S. Army Corps of Engineers (USACE) has recognized trends and the benefits of using cross-functional teams to build on our strengths, and capitalize on available resources. We are in the process of transforming ourselves into a project-focused teamwork based, learning organization that operates with corporate behavior. The Project Management Business Process (PMBP) has been established as the business process for USACE to continue as the most effective, agile, and productive public design and construction organization in the world. When fully implemented, PMBP will bring 41 Districts, 8 Labs, 2 Centers, 8 Regions and HQ USACE together to work corporately as one Corps.

1.1 Purpose

The PMBP Initiative Program serves as the corporate mechanism for the planning, design, implementation, and sustainment of the USACE business process outlined in ER 5-1-11, dated 17 August 2001, provided at Appendix A.

The PMBP Program Initiative Program Management Plan (PgMP) outlines the plan for leadership, integrated work, and products of teams to meet the purpose, goals, and objectives for the PMBP Initiative Program.

1.2 Goals

The program goals are:

- To establish the ability for all work by the USACE to be accomplished through business processes that corporate in approach, achieved by project-focused teamwork, via, project delivery team (PDT) members of cross-functional individuals and the customers, working together in unison to deliver a quality project of public value that meets the users needs.
- To create a culture where every employee operates as a team member with corporate behavior, with strategic awareness, and always mindful of quality and assuring public value in products and services delivered.

- To enable the PMBP and its team members to be successful by the use of state-of-the-art automated information system (AIS) program(s), through learning culture development of the workforce in PMBP, and scheduled measurements, validations, and adjustments of the PMBP approach.

1.3 Objectives

The PMBP Initiative Program will analyze, develop, and provide USACE with:

- Standard business processes for USACE, based on industry best business practices to accomplish all work in USACE mission areas and corporate services,
- State-of-the-art corporate AIS using commercial-off-the-shelf (COTS) software to be an enabler in applying our business processes for all USACE work,
- A long-term curriculum/culture program to create and retain a learning/capable workforce in our business processes, and a
- A method to maintain and sustain the PMBP Initiative Program to assure the USACE Business Process is relevant, current, and supportive best practices.

1.4 Strategy

The PMBP Initiative Program will accomplish the goal and objectives through:

- Analyses, development, and implementation of a corporate approach to product and services delivery through initiative teams of matrixed and virtual teams,
- Maximizing use of high technology, industry standards, modern learning tools and approaches, and
- Empowering the USACE workforce to contribute to the program, and to be a part of the USACE commitment to providing efficient, effective, and focused services to our customers.

1.5 Program Model.

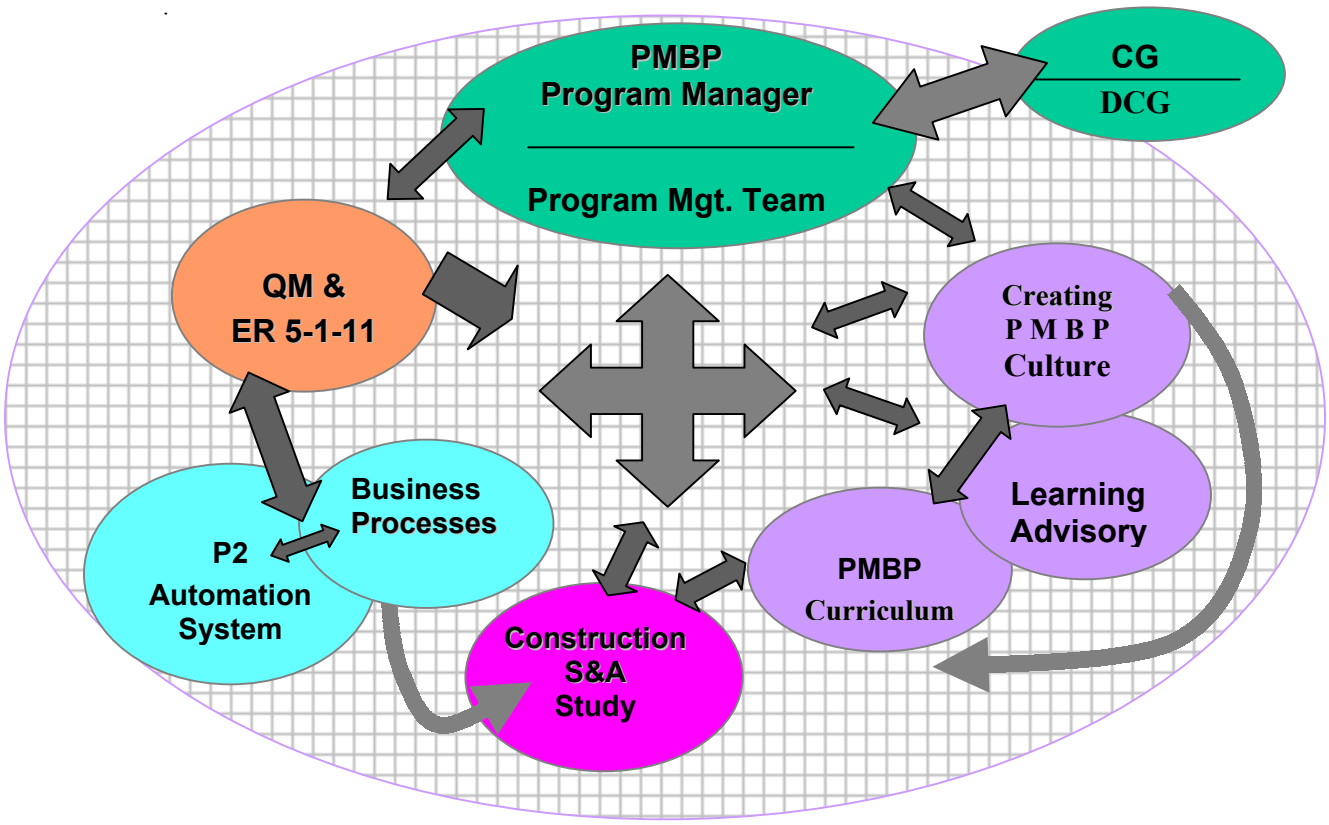
The PMBP Initiative Program goals, objectives, and strategies are profound and necessary for USACE to become the best it can be; sustain us as a learning organization, agile in meeting demands, public service and customer oriented, and being project teamwork focused.

The complexity of implementing PMBP across all functions and programs necessitated establishment of an integrating element of teams with specific products, acting in a synergistic fashion, and integrated in product development.

The development of the Corps regulation, tools, and training proceed through initiatives of headquarters and field elements. These teams are independently managed with respective scopes, integration, and product approvals. However, to assure corporate integration in these initiatives, a Headquarters Program Management Team (PMT) provides oversight, ways, and

network for each initiative team. The network and the relationships between the PMBP Initiative Teams, PMT and Program Manager (PgMgr) are depicted in Figure 1.

FIGURE 1. PMBP INITIATIVE PROGRAM MODEL



2.0 PMBP INITIATIVE TEAMS

2.1 Headquarters Program Management Team (PMT)

This team was established to provide leadership and oversight necessary to manage the PMBP Initiative Program. The PMT Charter, dated 22 August 2001, provided at Appendix B.

2.2 The Initiative Teams

The teams are the Quality Management/Engineer Regulation (ER) 5-1-11, the Business Process (BP), the P2 (a corporate AIS), the Curriculum/Culture, and the Construction Supervision and Administration (S&A) Study. Each initiative team is led by a Project Manager (PM). The teams have specific roles and responsibilities that are discussed in paragraph 5. A list of PMBP Initiative Program Members is provided at Appendix C.

3.0 SCOPES OF WORK

3.1 PMBP Initiative Program Scope

The program is to serve as a long-standing process to plan, design, implement, and maintain the USACE Business Process. The program will follow the PMBP process, which it promulgates as the USACE Business Process. The following initiatives are included in the scope of work (SOW): Quality Management/ER 5-1-11; Business Process (BP); P2; Curriculum; and Construction S&A. These initiatives are described below in Paragraph 3.3. The PMBP Initiative Program consists of the development of doctrine in the form of an Engineering Regulation (ER). The ER incorporates the findings of the EIG report on PMBP, the PMBP assessment team, and the assimilation of the guidance on Quality Management. The ER doctrine is the cornerstone for the development of the USACE Business Process; viz., PMBP. The BP Initiative follows the doctrine of the ER to develop standard processes and some standard procedures to be used for development and delivery of all projects by USACE. The P2 Initiative is an effort to establish an automated information system (AIS) as an enabler to corporate behavior in project delivery. The P2 effort includes the adaptation of off-the-shelf commercial software configured to facilitate the management of our resources across organizational boundaries. The Curriculum Initiative will be developed to address the educational and cultural aspects of our organization's journey along the PMBP path as we transform ourselves into a corporate-behavior learning organization. Within the context of the curriculum, the corporate behavior PMBP will be presented as a means of providing corporate consistency to best leverage our talents and resources to best serve the public and our customers. Detailed SOW descriptions for each PMBP Initiative effort can be found in the project management plans for the individual initiatives.

3.2 Program Management Team

The PMBP PgMgr and PMT, acting as a project delivery team (PDT) will:

- Develop strategies and actions to plan, design, implement, maintain, and sustain the PMBP Initiative Program in accordance with its scope, goals, and objectives; and maintains the PMBP Initiative PgMP, to include the integrated Initiatives and PMT work breakdown structures (WBS), schedules, and budgets to achieve PMBP responsibilities.
- Provide guidance, oversight, and direction to assure the actions and products of the Initiative Teams meet PMBP Program goals, objectives, strategies, and scope; and facilitates integration of all initiatives and consolidation of schedules and budgets and the development of a comprehensive communication strategy to effective implement the program and bring about the desired changes.

3.3 Initiative Teams

The PMBP Initiative Teams and their PMs take the necessary actions to plan, develop, implement, and maintain their respective PMBP Initiatives and associated products. All work and products are coordinated with the PMT and PgMgr. Each Initiative team maintains a detailed scope of work, associated WBS, schedule, and budget that are contained in each

Initiative Project Management Plan (PMP) and accompany this PgMP. Each PMBP Initiative team assures their efforts are developed conducted to meet the mission of USACE by corporate behavior of project delivery teams (PDT), led and facilitated by a project manager for any work done by USACE. Each PMBP Initiative project manager reports quarterly to the PMT and reports monthly to the PMBP program manager. The development of PMBP This effort will be accomplished in phases: Phase I addressing business process in support of project delivery in Military Programs, Civil Works, Environmental, and R&D mission areas, and Support for Others; Phase II will address business other than those to support Phase I missions; viz., Real Estate mission area, and USACE support services by logistics, acquisition, counsel, human resources, resource management, small business, and safety. After development and implementation, the PMBP Initiative Program will use the same strategic model, but less staff, to sustain the USACE Business Process.

3.3.1. Quality Management/ER 5-1-11 Initiative. This initiative develops doctrine, policy and guidance for the USACE Business Process; maintains integration with other PMBP initiative teams to assure consistency with the ER; maintains awareness of private and public sector trends in business process in support of product delivery; incorporates lessons-learned from USACE elements, customer input, and Engineer Inspector General (EIG) reports on PMBP; and adjust the ER to sustain a best business practices in a viable business process. Details of this Initiative are shown in the Project Management Plan for ER 5-1-11.

3.3.2 Business Process Initiative. Develops, implements and sustains a set of modern, standardized project management business processes based on the USACE, industry, and public sector best business practices in project management. The BP Initiative Team will be collect the best practices, assess and evaluate them, develop a set of high level processes and some procedures that are applicable to all work within the organization, and establish a common business framework in order that a corporate consistency can be achieved across all organizational boundaries. These business processes will be utilized to develop a PMBP enabling AIS called P2, and a supporting curriculum. Details of this Initiative are shown in the Project Management Plan for USACE Business Processes and P2 Initiatives.

3.3.3 P2 Initiative. Develops an AIS that follows the PMBP model to provide automation services for project management and program development. Assesses the automation requirements for Corps business processes and configures a corporate AIS using Commercial Off-the-Shelf (COTS) software; provides a capability to scope, develop and track critical path networks; assigns resource estimates; compares estimated cost to actual costs; performs earned value analysis; maintains historical project records; serves as the corporate system providing decision support capabilities that leverage state-of-the-art technology. P2 will support project and programmatic information across organizational boundaries and at all levels of the organization. P2 will provide decision support capabilities that leverage state-of-the-art technology. The P2 system will be developed in concert with the PMBP Initiative phases interfacing with, or replacing many of the current legacy systems. In PMBP Initiative phase I, P2 will replace the following USACE legacy AISs; PROMIS, PRISM, PPDS, GI Database, CAP database, civil works ABS, and will interface with CEFMS, RMS, CAPCES, FUDMIS, REMIS, ACES-PM and OMBIL. In PMBP Initiative phase II, P2 will interface or replace AISs as well, with a list in this section in a future update to this PgMP.

3.3.4 Curriculum/Cultural Initiative. The team for this initiative will develop a innovative and state-of-the-art curriculum methodology consistent with a cultural change that supports the PMBP and learning organization philosophy, doctrine, and process. The curriculum will be support the transformation of USACE into a corporate-behavior learning organization. The curriculum will provide several delivery methods to include self-study, small group discussions, mentoring and coaching, and formal training. The curriculum will be developed and fielded in 8 courses and will include appropriate learning events to support the business process and P2 initiatives. Details of this Initiative are shown in the Project Management Plan for Curriculum.

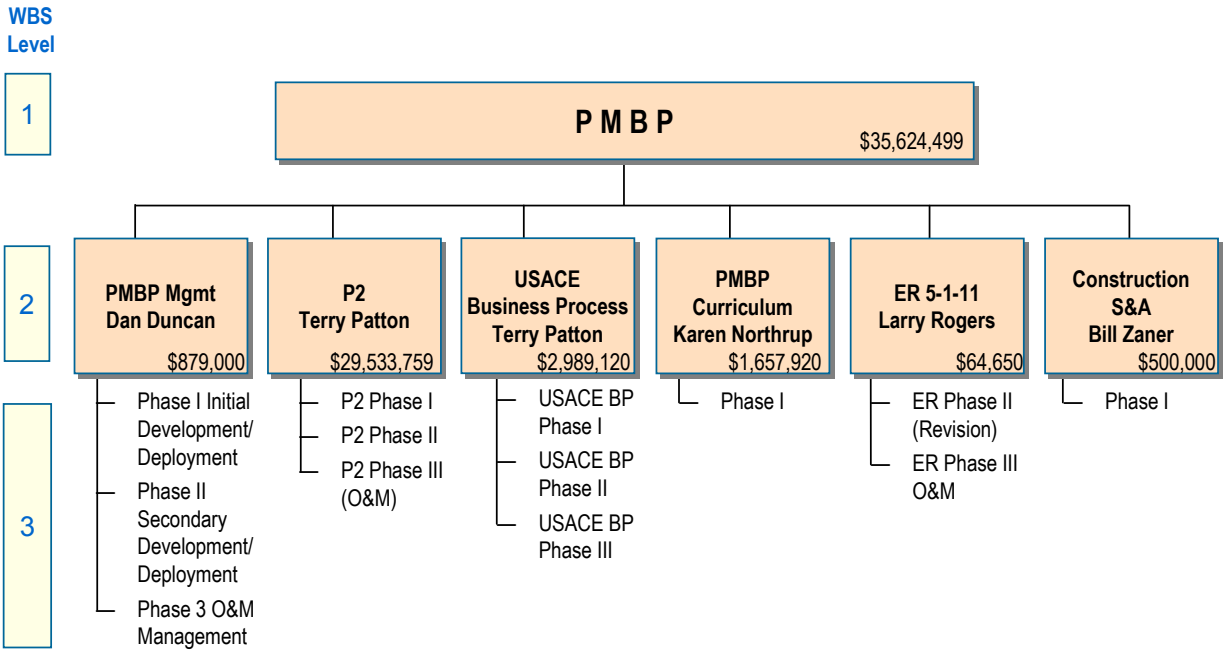
3.3.5 Construction S&A Initiative. This PMBP initiative team will conduct a study and develops recommendations to enhance efficiency, effectiveness, and customer satisfaction of the construction management phases and costs of USACE projects and PMBP. Details of this Initiative are shown in the Project Management Plan for Construction S&A.

4.0 WORK BREAKDOWN STRUCTURE AND COSTS

4.1 Development, Maintenance, and Costs

The development and maintenance of an integrated earned value report and work breakdown structure (WBS) for the PMBP Initiative Program is responsibility of the PgMgr and the PMT. The earned value report and WBS in this PgMP are summaries derived from those reported quarterly by each PMBP Initiative Teams' PMs. This activity may be performed by a professional services contract, but managed and quality assured by the PMT. The integrated PMBP Initiative WBS is provided in Figure 2 and the earned value reports are maintained in Appendix D and discussed under the performance measurements paragraph below.

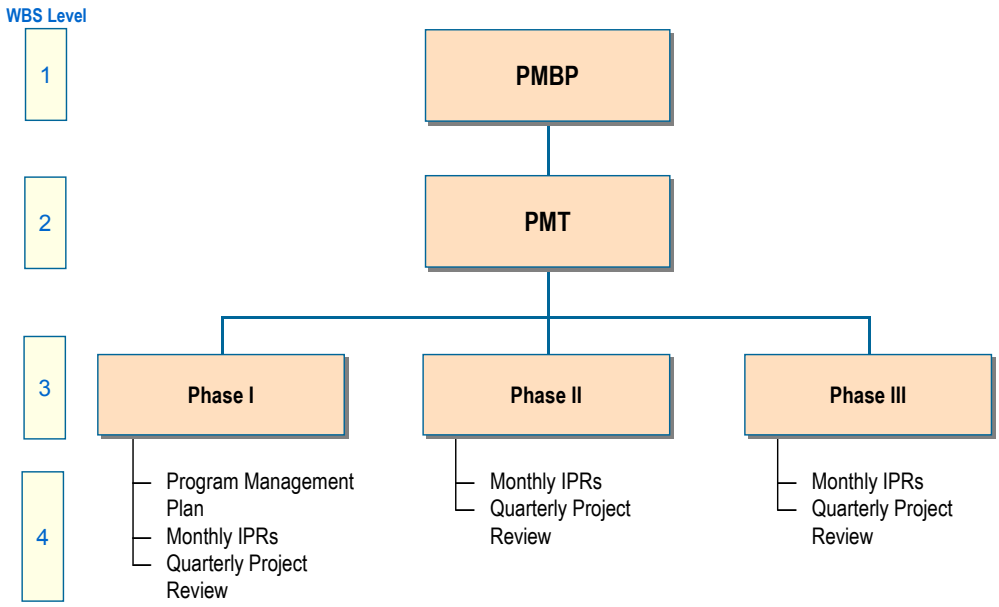
FIGURE 2. INTEGRATED PMBP INITIATIVE WBS



4.2 PMT Work Breakdown Structure

The PgMgr and PMT develop and maintain its WBS, which is provided at Figure 3. This activity may be performed by a professional services contract, but managed and quality assured by the PMT.

FIGURE 3. PMT WBS



5.0 ROLES AND RESPONSIBILITIES

5.1 Program Manager

The PgMgr leads the Initiatives PMs and the activities of the PMT. The PgMgr is responsible for the integration between PMT and the PMs, and is the proponent for the PMBP, PMT, and the ER for USACE Business Processes.

5.2 Program Management Team

This team is a cross-functional matrix team composed of senior staff representing the HQ USACE leadership. The PMT will develop and maintain a PgMP that includes integration of the individual PMPs. The PMP will include a communications plan to assure USACE-wide input and participation. Its plan will integrate the individual communication plans for each initiative.

5.3 QM/ER 5-1-11 Initiative

The initiative is accomplished by actions of the ER team. This team is a cross-functional matrix team composed of representatives from HQUSACE, major subordinate commands (MSC), and districts. Their purpose is to develop the Doctrine, policy and guidance for the USACE Business

Process. Maintain integrated and active relationship with other PMBP Initiative Teams to assure the Initiatives are consistent with the ER. Maintain awareness of private sector and public sector trends in business process the support product and services delivery. Bring the knowledge and awareness of the Initiatives, and the public/private trends to adjust the ER (sustainment of a current and viable business process).

5.4 BP Initiative

The initiative is accomplished by actions of the BP team. This team is a cross-functional matrix team composed of representatives from HQ USACE, MSCs, districts, and contract support. Their purpose is to develop, implement, and sustain a set of modern, standardized business processes based on industry best business practices. The BP and P2 Initiatives are integrated under one PM, as the BP is the foundation for the P2 AIS. The BP and P2 Initiatives have been joined into one PMP.

5.5 P2 Initiative

a. This Initiative is a cross-functional matrix team composed of representatives from USACE headquarters, major subordinate commands, districts, laboratories, centers, and contract support. The purpose the P2 Initiative is to assess the requirements and configure a corporate AIS that enables project delivery team members to perform the business processes, and populate a supporting database. Due to the size and complexity of the P2 and BP Initiatives efforts, they are being accomplished in two phases; see the BP and P2 Initiatives PMP for more details.

b. P2 is commercial off-the-shelf (COTS) software, viz., Oracle Projects and Primavera Enterprise software configured to support USACE specific data requirements, templates and interfaces. P2 is the platform for project management and communication between all USACE members of the project delivery teams.

c, P2 is planned to replace some of the USACE legacy government owned software, and interface with others. Examples of systems to be replaced are PROMIS, PPDS, PRISM, CAP Database. Examples of some systems that P2 will interface with are CEFMS, RMS, ABS, and GI database. P2 enables the construct of reports to facilitate performance measurements for the project delivery team and its vertical team components at the Major Subordinate Command and Headquarters

5.6 Curriculum/Culture Initiative

The initiative is accomplished by actions of the Curriculum/Culture team. This team is a cross-functional matrix team composed of representatives from HQ USACE, MSCs, districts, and contract support. Their purpose is to develop curriculum methodology that is consistent with the culture of the workforce and towards a culture that supports the PMBP philosophy, doctrine, and process. The Curriculum/Culture team integrates their activities with the PMT and the other PMBP Initiative Teams to assure consistency and quality of courses being developed. Course development is a joint responsibility between the Curriculum/Culture team and each PMBP Initiative Team that have courses.

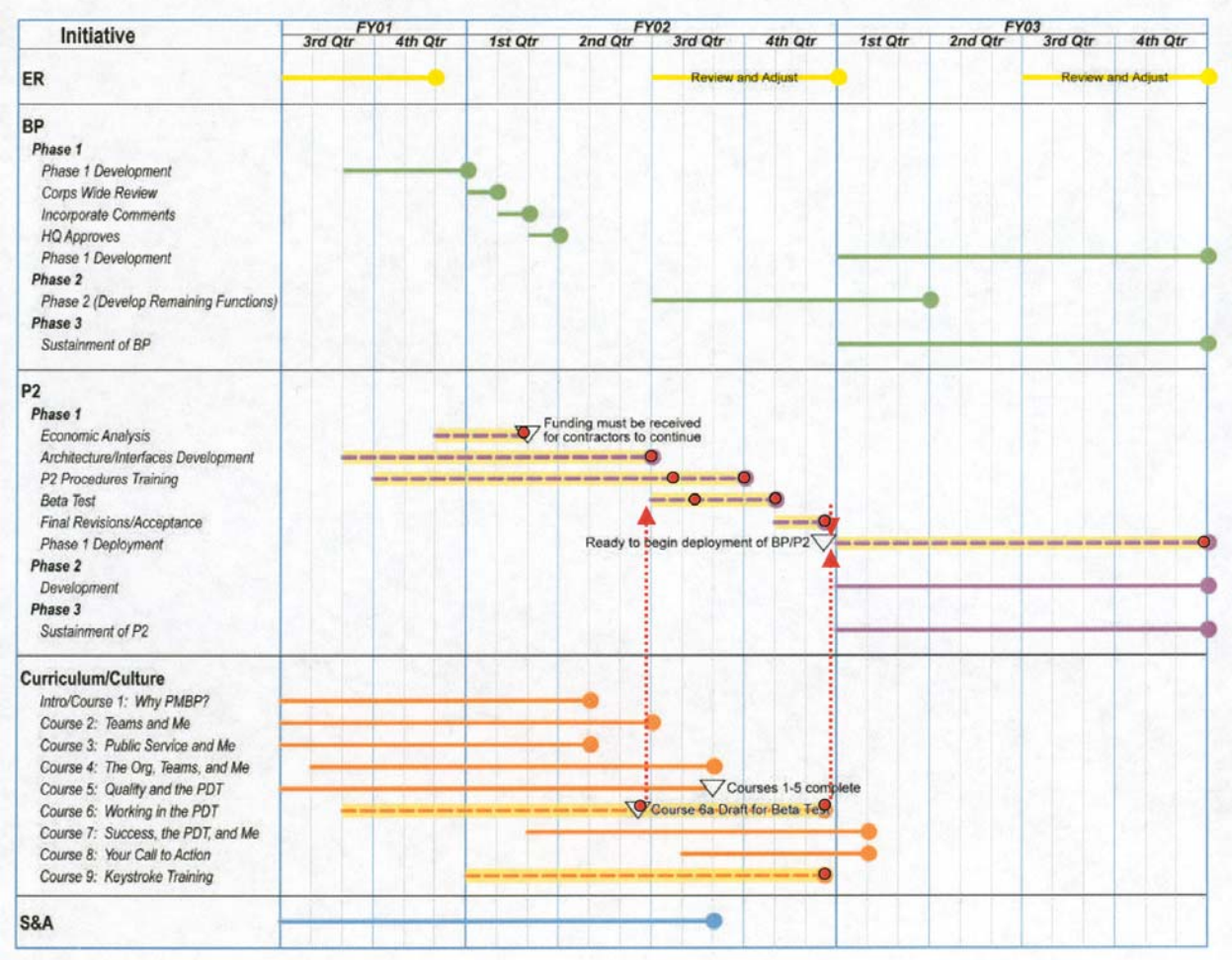
5.7 Construction/S&A Study Initiative

The initiative is accomplished by actions of the S&A team. This team is a cross-functional matrix team composed of representatives from HQ USACE, MSC, and districts. The purpose of the S&A Pilot Study Initiative is to provide cost data to assist in developing recommendations for future decisions that would enhance efficiency, effectiveness, and customer satisfaction of the construction management phases and costs of the USACE' project and PMBP.

6.0 SCHEDULES, MILESTONES, RESOURCE REQUIREMENT

a. The PMBP Initiative Program schedule, milestones, and resource requirements will be developed and maintained by the PgMgr and PMT. These will be products from integration of initiatives and PMT requirements, actions, and products. The PMBP Initiative integrated schedule and milestones are indicated in Figure 4.

FIGURE 4. PMBP INITIATIVES PROGRAM SUMMARY SCHEDULE



b. The individual schedules, milestones and resources requirements are depicted in the individual PMPs for each initiative. These schedules will be updated by the PMT based on quarterly updates from the PMBP Initiative PMs. Monthly updates, (schedules, budgets, earned

value report, etc.) will be produced as stand alone documents and available by links from the PgMP.

7.0 PERFORMANCE MEASUREMENT

Metrics for measuring the performance of the PMBP will be established at both the Program and Project Initiative level.

- Planned completion dates for the primary Program objectives and milestones associated with individual initiative performance have been established by the PMT and are reflected at Level 4 of the Program WBS. Actual or revised completion dates will be reviewed monthly by the PMBP PgMgr and the PMT to assess program progress.
- Earned Value Summary. A tabular report summarizes by initiative the budget, the costs to date, the percent complete, and the earned value. This report also lists by initiative the associated cost and schedule variances. An earned value graphic is also presented for the entire program.
- The Initiative PMs will identify the schedule exceptions monthly for the PgMgr, with a recovery plan that identifies needed assistance from the PMT. The Initiative PMs will also maintain detailed schedules at Level 5 of the WBS. Every effort will be made to stay on schedule. Where deviations are foreseen, the Initiative PMs will contact the PgMgr for approval prior to giving direction to the PDT.

8.0 ACQUISITION PLAN

8.1 Accomplishment of Work

The planning, development of the plans, design, implementation, and sustainment (operations and maintenance) of the PMBP and its associated Initiatives will be accomplished through USACE employees.

8.2 Technical and Professional Support

The PMBP Initiative Program will be accomplished through use of government personnel and may be augmented through professional support contracts. These contracts will be accomplished under appropriate the provisions of the Federal Acquisition Regulations (FAR).

8.3 Small and Disadvantage Business Policy

Contracting for support service for PMBP Initiative Program activities will include the use of small businesses and disadvantaged businesses contractor services contracts to the maximum extent practicable. Contractors will be required to submit a subcontracting plan that includes their proposed use of small and disadvantaged contractors.

8.4 Acquisition Resources

The program will be resourced by a combination of Military and Civil Works Appropriations, and managed by the PMBP PgMgr, with appropriate support of the HQ USACE staff, the PMT, and Initiative PMs.

9.0 RISK MANAGEMENT

9.1 PMT and Initiative Teams Assessments

Risk will be managed through PMT and Initiative Teams assessments of internal and external stakeholder perspectives, scenarios development and assessment, evaluations of the schedules, associated metrics, and assignment of specific responsibilities to members of the PMT. Regularly scheduled status review sessions (weekly with PM, monthly with other PDT members, the PgMgr, and quarterly with the PMT and the PgMgr) will identify issues and problems that could potentially affect the success of the program.

9.2 Potential Areas of Risk

Priority conflicts resulting in non-availability of subject matter experts (SME) or extended review times resulting in schedule delays, and delays resulting from inability of SMEs and process developers to meet delivery schedules. Regular reviews will assess problems of this nature and establish alternative methods for resolution to include:

- Identification of SMEs to serve as backup,
- Shifting of scheduled events to accommodate non-available SMEs,
- Reallocation of resources to problem areas, and
- Use of contractors for specialized topic areas.

Schedule and budget contingencies will be developed as needed at the initiative level, but evaluated and approved through the PMT and PgMgr.

10.0 CHANGE MANAGEMENT PROCESS

10.1 Change Proposals. Changes to the PgMP, or to any of the initiative PMPs that may be required over the life of this program (i.e., changes to the PMBP Program implementation schedule or cost estimate), must be submitted to the PMT by use of the "PMBP Program Schedule & Cost Change Request Form" included in Appendix E of this manual.

10.2 Coordination. Proposed changes will be reviewed by the PMT and forwarded to the program will be coordinated with each of the initiative PMs. Proposed changes to P2 by any interested person will through the P2 Configuration Management Board (CMB). The CMB, consisting of a multi-disciple board appointed by the PMBP PgMgr, reviews the proposed changes and either approves, disapproves, or postponed them for further consideration.

10.3 Approvals. The PMBP PgMgr, upon consultation with other members of the PMT, may initiate and approve programmatic schedule changes that are within the existing program scope and overall schedule. On-going analysis throughout the life of the program will evaluate impacts to quality, cost, scheduling, and scope. The process for managing change resulting from any one of the factors mentioned above is as follows:

- A change proposal is presented to the PgMgr.
- The PgMgr gathers sufficient information to analyze the proposal and potential solutions.
- Analysis is distributed to the appropriate decision maker(s), if other than the PgMgr.
- A decision is made.
- The decision and its impacts and/or actions are communicated to appropriate parties.
- Change is documented in this document.

11.0 COMMUNICATION PLAN

Communication gives us connectivity energy and knowledge. It links us together as a team, creating synergy among people and processes. Communication empowers us and unites us in our public service. Communication is integral to the PMBP Initiative Program and its teams.

11.1 Communication Goal

The PgMgr, PMT and the Initiative Teams are open, informed, and actively engaged in listening to each other, our USACE team members, and our stakeholders in the day-to-day activities of planning, design, implementation, and sustainment of USACE PMBP. We tell our story through our actions. We welcome dialog and respect diverse perspectives in order to understand and achieve better solutions. Each PMBP Initiative PMP will reference the PgMP Communication Plan as the baseline for their actions. The initiative teams' PMPs should stress the synergy and consistency in communications to be consistent with the direction of the PMBP Initiative Program and the PgMP.

11.2 Communication Strategy

- Build relationships and mutual understanding.
- Increase awareness of our PMBP Initiative Program roles with USACE leaders, USACE workforce, and the public.
- Integrate strategic communications into our PMBP Business Process planning, design, implementation, and sustainment efforts.
- Communicate effectively within PMBP Initiative Teams, the PMT, USACE leadership and workforce, and with the public.
- Practice active listening.

11.3 Communication Objectives

- Listen to team members, USACE workforce, and critics.
- Build relations with and support industry groups.
- Leverage Public Affairs Office staff and processes to inform leaders and employees on PMBP activities.
- Encourage HQ USACE, MSC, Labs, and Centers information activities, e.g., Town Hall meetings.
- Develop central Corps messages on PMBP and its activities.
- Communicate our messages through multiple forums; e.g. internet and intranet, newsletters, pamphlets, town hall meetings.
- Build Integrate communications planning into PMBP Initiative Teams activities.
- Use risk management at the PMBP Initiative Team program and project levels.
- Educate PMBP team members on communication risk management.
- Develop and implement a PMBP communication audit process.
- Collect and communicate lessons learned as part of PMBP Initiative Program; at the team, program, and field levels.

12.0 INTEGRATION PLAN

12. 1 PMBP Initiative Program

- The PgMgr, the PMT, and the Initiative PMs assure integration of the actions and plans undertaken by their team members, and the actions are reported by the teams with indications of the levels of integration and collaboration to the PgMgr and PMT.
- PMT members will participate on PMBP Initiative Teams and assure integration of the activities is attained through collaborative efforts. The PMT members provide the headquarters perspective to the initiative team. Likewise the PMT member provides a resource for the PMT providing an unfiltered sense of issues from the initiative team, where as the initiative provides the consensus view of his team.
- The PMBP Initiative PMs will at a minimum meet monthly in joint meetings with thePgMgr, quarterly with the PMT, and monthly during the video teleconference for "In-Progress Report: (IPR) to the Commander, USACE.
- The PMT and PMBP Initiative PMs will perform work through joint team memberships on related activities.

12.2 QM/ER 5-1-11 Initiative Integration

- All levels of leadership throughout the Corps will support, review, and implement the ER.
- The BP and the BP Manual produced will define specific details of the USACE Business Process that are coordinated internally with the PMBP Initiative Teams, PgMgr, and PMT, and coordinated with the USACE workforce for review and comment through HQ USACE and the MSCs.
- The Curriculum will facilitate the training and cultural shifts necessary for successful implementation of the PMBP doctrine.
- BP policy and doctrine will be coordinated corporate AIS PMs as necessary to determine where AIS changes may be necessary.
- The doctrine established in this regulation will be reflected in the products of the other PMBP initiatives.

12.3 BP and P2 Initiatives Integration

- The BP and P2 Initiative Teams will collaborate and coordinate with the ER Initiative Team, to assure implementation of the BP and P2 will be consistent, with and meet the intent of, the USACE Engineer Regulation (ER) 5-1-11, "U.S. Army Corps of Engineers Business Process," 17 August 2001.
- Collaboration through meetings with the PgMgr, PMT, and the PMBP Initiative Teams will assure planning, fielding, training during fielding, implementation, and operation and maintenance (O&M) of the BP and the P2 system.
- The BP and P2 Initiatives will utilize configuration management methods to assure a corporate management approach for execution of all USACE programs and projects.
- The BP and P2 Initiatives will be closely collaborated in team meetings and products consideration of the PMBP curriculum and training programs.
- The information system infrastructure will be considered and closely corrdinated with the HQ USACE Chief Information Officer to assure full support of the P2 architecture and the USACE AIS infrastructure.
- The P2 System Department of Defense Information Technology Security Certification Accreditation Process (DITSCAP) requirements will be addressed and supported through HQ USACE.
- P2 system, including legacy systems with which it interfaces, will be placed under CMB control to assure individual USACE corporate AISs do not change without evaluating the consequences to the combined AIS.

12.4 Curriculum/Culture Initiative Integration

- The Curriculum/Culture team will collaborate with the USACE Learning Advisory Board toidentify the corporate needs to bring about a cultural change through innovative and state-of-the-art instructional and development methods.

- The Curriculum/Culture team will integrate as necessary with, and incorporate the PMBP ER, BP and P2 initiatives to assure the curriculum products and initiatives are mutually compatible and supportive to appropriate learning culture objectives.

12.5 Construction S&A Study Initiative Integration

- The S&A study will initially run one year and the tracking of expenses by project will be required for all projects at the selected Districts. This will be accomplished through interactions with the staffs in the selected district engineer offices.
- The final selection of projects to be evaluated as part of this study, will be determined by the S&A Initiative team members in cooperation with the Districts, will be coordinated with PMBP Initiative Teams, the PgMgr, and the PMT.
- The S&A Study Initiative will develop and implement procedures, in coordination with the PgMgr and the PMT. These procedures will determine the actual cost of the S&A effort for each project managed under the flat rate military program.
- The study will include design during construction (DDC) expenses, which are currently tracked by project, will also be collected and evaluated along with the S&A expenses, and will be included in the study report for coordination with MSCs and districts through HQ USACE (the PgMgr and PMT).
- Coordination and interaction by the S&A team with selected districts to employ an Activity Based Costing (ABC) model for the construction management business processes on selected projects. This will be accomplished to approximate actual cost by selected activities and assist in providing data to support recommendations on the feasibility of implementing ABC for other areas of Corps operations. Kansas City, Omaha, Seattle, Louisville, Norfolk and Honolulu. Louisville District will only participate in the ABC study. NWD, NAD, POD and LRD will monitor the test for opportunities to improve regional S&A management.

13.0 IMPLEMENTATION PLAN

All products of the PMBP Initiative Teams are implemented by appropriate HQUSACE means that are initiated by the PgMgr with support of the PMT. The ways and means for implementation of the PMBP Initiatives are provided by HQUSACE to the initiative teams through actions initiated by the PgMgr and the PMT. All activities if the initiative teams are coordinated between each initiative team by the PMs, and with the PMT and PgMgr. The PMT and PgMgr assure the initiatives' activities are integrated and consistent with the program direction in one implementation plan.

14.0 OPERATIONS AND MAINTENANCE PLAN

Individual Operation and Maintenance Plans (OMP) are being developed to maintain and update the PMBP Initiatives in a life cycle process. Evaluation data will be gathered from ongoing user feedback after full implementation of the program.

The comments and user assessments received will be routed to a comment repository maintained by the PMBP PMT. The PMBP PMT and support contractors will provide "hot line" support to the USACE workforce on all aspects of the PMBP Initiative Program. The PMT will use this feedback to continuously evaluate and enhance the PMBP Initiative Program.

15.0 TRAINING PLAN

All PMBP Initiative PMTs will be provided training necessary to enable the appropriate development and execution of team actions; e.g., Configuration Management training. PMBP team members will be an integral part of testing curriculum products and participate in beta test training activities, which will be conducted as a joint effort by the BP and P2 and Curriculum/Culture initiatives.

16.0 MEASUREMENT OF PROGRAM SUCCESS

The successful implementation of the PMBP Initiatives Program will be measured by individual measurement associated with each of the individual initiatives including:

- PMBP Initiative Program will be fully implemented within budget and schedule.
- The Corps' culture reflects the PMBP approach.
- The USACE experiences increasing positive recognition from our clients, sponsors and partners for managing costs and schedule.
- Improvements to project delivery are observed and include increased repeat customers and evidence of our ability to respond to continuously raised expectations.
- A "one team – one project" behavior is incorporated into the planning and implementation of all USACE projects.

Program Management Business Process Initiative Program Acceptance Form

I recommend that this document be used as the basis and approach for the implementation of the USACE Project Management Business Process (PMBP) Initiative Program.

Member	
Signature	**Date**
Daniel W. Duncan, CECS (PMBP)	
Elizabeth Fagot, CERE-ZB	
Phil Hunt, CEMP-MA	
William Augustine, CECW-B	
Joan Stolley, CECI	
Rupert Jennings, CECC	
Gary Anderson. CELO	
Ed Vogel, CERM-P	
Samuel Testerman, CESO	
Francis Nurthen, CEHR	
Rebecca Cade, CESB	

Alternate Member	
Signature	**Date**
William Brasse, CEMP-RS	
Laura Norman, CERE	
Phil Pinol, CEMP-MP	
Robert Soots, CECW-BA	
Kathleen McDermott, CECI	
Jane Davis, CECI	
Larry Robinson, CELO	
Phil Blount, CERM-P	
Brian Becker, CESO	
Margaret Tindal-Fisher	
William Holtzman, CERM-F	

Member		Alternate Member	
Signature	**Date**	**Signature**	**Date**
Thomas Hart, CEERD-Z		Peter Glyer, CERM-M	
Marilyn Harris, CEPR		Terry Wilford, CECW-ET	
Mark Gmitro, CEIWR-PA		Kevin Brooks, CEHSC-IM-S	
PMBP Initiative PM		**PMBP Initiative PM**	
Signature	**Date**	**Signature**	**Date**
Larry Rogers, CESWF QM/ER Initiative		Terry Patton, CEHNC BP and P2 Initiatives	
Karen Northup, CENWS Curriculum/Culture Initiative		William Zaner, CENWK Construction S&A Study Initiative	

APPENDIX A

ER 5-1-11
U.S. ARMY CORPS OF ENGINEERS
PROJECT MANAGEMENT BUSINESS PROCESS

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000

CECS

ER 5-1-11

Regulation
No. ER 5-1-11

17 August 2001

Management
U. S. ARMY CORPS OF ENGINEERS BUSINESS PROCESS

1. Purpose. This regulation establishes philosophy, policy, and guidelines to accomplish all work performed by the U.S. Army Corps of Engineers (USACE).

2. Applicability. This regulation applies to all USACE activities and all its functional areas.

3. Distribution. Approved for public release, distribution is unlimited.

4. References.

a. AR 5-1, Army Management Philosophy

b. AR 11-2, Management Control

c. FM 22-100, Army Leadership

5. Definitions. Appendix A provides definitions for the purpose of assuring a common understanding of key and essential terms between all USACE personnel, especially project delivery team members, and others who read the doctrine in this regulation.

6. General.

a. First and foremost, USACE employees' overriding responsibility is to represent the public interests. As public servants, all USACE employees have taken an oath to represent the best interests of the United States and its citizens. Accordingly, all USACE employees, including project managers, must make decisions based on the best interests of the Nation, the Army and the public. Recognition of this preeminent responsibility is critical to properly balancing the many interests that USACE faces in executing various military, civil works, and Support for Others projects.

b. USACE operates as a single public corporate entity serving the Army and the Nation. All customers are entitled to the full depth and breadth of Corps resources worldwide. USACE seeks to operate with business efficiency to meet the nation's needs as efficiently and effectively as possible. To achieve this, people with the right skills and tools must work on the right job. PMs and other team members shall be chosen for their skills and abilities to successfully execute

the project, without regard to their assigned functional or geographic locations within USACE. Virtual and matrix teams shall be used to align USACE efforts and focus on quality project delivery. All organizations must act in unison across boundaries to draw on combined strengths and leverage the resources of the public and private sectors to meet national needs. USACE shall make resource decisions based on what is best for the mission, the nation, and the public, understanding impacts to all customers. Project delivery and program execution across organizational boundaries must appear seamless to customers. Leaders facilitate smart use of resources, project-focused operation, technical competency, and innovation across the organization.

7. USACE Business Process. The fundamental USACE business process used to deliver quality projects and services, to include support services provided within USACE, is the Project Management Business Process (PMBP). The PMBP applies to planning, development, and management of programs as well as projects, and is used at all echelons of USACE.

a. Central Tenet of PMBP. The heart of the PMBP is project-focused teamwork. We draw on the diverse resources of the Corps worldwide to assemble strong multi-disciplined Project Delivery Teams (PDT), unlimited by geography or organizational boundaries, to best meet the customers' needs, and the national/public interests. This regulation empowers PDTs with the authority and responsibility for delivering quality products and services, in accordance with PMBP.

b. PMBP Imperatives. There are seven imperatives that govern the PMBP. It is the responsibility of senior leaders to ensure these principles are followed across USACE for all work.

USACE Business Process Imperatives
1. One project, one team, one project manager
2. Plan for success and keep commitments
3. The PDT is responsible for project success
4. Measure quality with the goals and expectations in the PMP
5. Manage all work with the PMBP, using corporate automated information systems
6. Build effective communications into all activities and processes
7. Use best practices and seek continuous improvement

(1) ***One project, one team, one PM***. Each project is placed in the hands of a PDT and a single PM for management and leadership of the projects its entire life cycle, even when more than one USACE district or activity is involved. The Deputy District Engineer for Program and Project Management (DPM) consults with other senior leaders and selects a PM based on the individual's abilities to best lead the specific project, without regard to assigned organizational element. Generally, the PM will reside at the geographic district, but can be elsewhere as needed to meet the project requirements. The PM and PDT are responsible and accountable for ensuring

the team takes effective, coordinated actions to deliver the completed project according to the PMP. The PM manages all project resources, information and commitments, and leads and facilitates the PDT towards effective project development and execution. The PDT shall consist of everyone necessary for successful development and execution of all phases of the project. The PDT will include the customer(s), the PM, technical experts within or outside the local USACE activity, specialists, consultants/contractors, stakeholders, representatives from other federal and state agencies, and vertical members from division and headquarters that are necessary to effectively develop and deliver the project. The customer is an integral part of the PDT. The customer's primary "door" to the Corps is the PM, who must seamlessly integrate USACE efforts to deliver the best possible solutions for the customer. The PM is the primary interface with the customer for the specific project. So that the organization speaks with one voice, the PM coordinates all matters relating to the project, and ensures that the customer's requirements are conveyed and understood. In performing such functions, the PMs must operate consistent with their responsibilities as a public servant (Federal official), as summarized in paragraph 6.a. PMs will encourage and facilitate team members in communicating directly with the customer organization on issues related to execution of their specialty area of the project. It is critical that the PDT member keep the PM and other PDT members informed of issues, customer concerns and circumstances for the project.

(2) ***Plan for success and keep commitments***. Requirements for quality must be addressed during the planning phase, rather than waiting until the review or inspection stage. It is important to build trust with customers and coworkers by clarifying expectations, keeping commitments, and ensuring projects are delivered as promised. To meet these objectives, all work will be managed under a management plan.

(a) Project Management Plans.

1 A Project Management Plan (PMP) is a roadmap for quality project delivery. The PMP helps the PDT maintain a constant focus toward project delivery and the customers' needs, wants and expectations. As a federal agency, USACE represents the public interest and ensures the properly balancing the varied and possibly competing interests in delivering quality projects and defining project goals and expectations in the PMP. The PMP is an agreement between USACE and the customer that defines the customer's desired outcomes. To be an effective management and communication tool, the plan must be a living document that is updated as conditions change. The PM and PDT, to include the customer, will develop and maintain the PMP at a level of detail commensurate with the scope of the project. The PM will ensure the customer endorses all objectives in the PMP. The PMP will include customer expectations and consensus objectives, to include project-specific quality control procedures appropriate to the size, complexity, acquisition strategy, project delivery, and nature of each product. The PM will coordinate any changes to the project with the customer and PDT, and update the PMP as appropriate.

2 The content of the PMP is dictated by the five tasks key to the success of a project: obtaining agreement on project goals and expectations (particularly regarding scope, project quality and safety, costs, and schedule); developing a plan for acquiring and delivering a project

that meets customer expectations, objectives, and needs; establishing a good internal and external communication strategy; defining and controlling the scope of the project; and defining the resources necessary for project success. By addressing these tasks, the PMP establishes a general framework for execution. The PDT must address these five tasks in a manner that makes sense to the team and customer and best supports their endeavor to succeed.

(b) Program Management Plans

1 There are two general types of programs. One type of program is a collection of individual projects, typically for external customers. The second type of program is comprised of recurring services for external customers or internal support services. Programs comprised of projects that do not have individual plans are managed with a Program Management Plan (PgMP). A PgMP is used to allocate funds and resources and establish program goals, objectives, acquisition strategy, and priorities on an annual basis. Services comprising recurring activities such as routine regulatory activities, flood plain management, logistics management services, real estates services, or research and development services are addressed in a PgMP, but not necessarily exclusive of a PMP. A PgMP is optional if the projects within the program are each covered under individual management plans. A PgMP is a necessity when mission success requires synergy and integration between individual projects on a program. Templates of standard process, components, and checklists should be considered to accompany a PgMP for programs with projects of recurring services, when an individual PMP is impractical.

2 If a project is not covered under a PgMP for recurring services, a Project Management Plan (PMP) is required. A separate PMP is required for work intended to produce a specific expected outcome or solution to a customer problem or need. When an individual activity or project under a program is of such scope that it is no longer manageable under the PgMP, it shall be managed with a separate PMP for the activity or project.

(3) ***The PDT is responsible for project success***. The PDT is responsible and accountable for delivering a quality project to the customer. The team is empowered and supported by senior organizational leaders to make project decisions within the bounds of the approved PMP. The senior leaders are responsible to ensure the team has the resources, tools, skills and experience needed to deliver a quality project. PMBP often requires a multi-disciplinary team of personnel to execute the project successfully. Though projects may include many distinct, separate phases, they must be approached from an integrated, life-cycle perspective, focused on meeting the project's goals, objectives, and expectations as defined in the PMP. The team will expand to include all necessary expertise on a specific issue, and will include a vertical aspect encompassing division and headquarters. The PM is responsible for ensuring that the necessary disciplines and perspectives are represented within the team.

(4) ***Measure quality with the goals and expectations in the PMP***. USACE defines quality projects and services as those that comply with legal obligations, Administration policy, and meet or exceed the goals, objectives, and expectations defined in the PMP. The PDT shall work with customers to determine and provide what is expected, and must strive to deliver products and services that are in the public interest. The PDT shall measure its success against the defined

expectations documented in the PMP. The needs and expectations of customers and stakeholders shall be balanced, considering available resources and life-cycle requirements. Expectations of the beneficiaries and/or stakeholders of projects are considered when determining quality objectives. As stewards of the public trust, we must ensure compliance with legal obligations and Administration policy. USACE will not compromise professional standards. Requirements that exceed these minimum standards are negotiated with the customer based on the project's complexity, available resources, and the degree of risk the customer and USACE are willing to assume. Deviations from Corps of Engineers publications are authorized when requirements preclude compliance with this regulation. Such deviations require waiver approval by the applicable HQUSACE proponent. Such deviations require a full understanding of the basis of the requirement, including a determination of the basis for the deviation, and of the inherent risk resulting from the deviation.

(5) ***Manage all work with the PMBP, using corporate automated information systems***. All work in USACE is considered project-related. Each person contributes to mission success, either directly as a PDT member or indirectly in providing support services to a PDT. The PMBP is used to manage products and services for customers within USACE, as well as projects and programs for external customers. Each person contributes to project success by meeting the requirements of his or her role, regardless of the person's functional area or echelon within the organization. Each person is responsible and accountable to the customer and the PDT for the timeliness and quality of his or her work. All employees affect our ability to succeed, even if they have no direct contact with the customer. USACE corporate automated information systems (AIS) provide the information necessary to manage projects and programs. All work is managed with the AIS, and their use facilitates PMBP. Developing, coordinating, and maintaining budgetary data and other information necessary to manage a project is the responsibility of the PDT under the leadership of the project manager (PM).

(6) ***Build effective communications into all activities and processes***. USACE utilizes effective communication to interact internally as a team and externally with partners, stakeholders and customers. It is not possible to produce quality projects or maintain quality relationships without this type of communication. Communication is the starting point of the PMBP, and it is essential to foster the cooperation and focused understanding of requirements and expected outcomes, and the continuous improvement to the business processes that are so vital to continued success. Effective communication is critical to the meaningful exchange of ideas, desires, requirements and plans. In order to fully understand the needs and expectations of customers, partners and stakeholders, USACE must practice effective communications techniques, with emphasis on listening. Better listening leads to better understanding and better service. Effective and credible communications is basic to a learning organization, and it must be iterative rather than after the fact. It must be applied from project initiation through project completion.

(7) ***Use best practices and seek continuous improvement***. The USACE PMBP philosophy is to do the right things, the right way, for the right reasons, and to constantly strive for improvement. Evaluating project performance produces opportunities to further improve business processes, in terms of execution, productivity, cost effectiveness, streamlined processes,

timeliness, quality, and customer service. Each echelon of the organization shall have a quality system that is focused on continual quality improvements. Quality is managed through the Plan-Do-Check-Act cycle, for project execution, program management, and business processes. A detailed description of the Plan-Do-Check-Act cycle is included at Appendix B. USACE employs a "best business practices" system to standardize common procedures, simplify working across organizational boundaries, and take corporate advantage of lessons learned and new best practices.

8. Roles and Responsibilities. HQUSACE, Major Subordinate Commands (MSCs), centers, laboratories, and districts all have direct responsibility for quality and process improvement. All echelons of USACE work together to ensure and enhance the quality of our projects and services. The goal is to create an environment that promotes communication, respect, trust and cooperation. The organization's processes and resources are aligned to support quality objectives. To execute projects successfully, all echelons employ quality systems, including procedures for quality control of in-house products and services and quality assurance of contracted projects.

a. HQUSACE communicates philosophy and strategic vision through policy to achieve mission success. Policies are flexible to allow subordinate entities to tailor their services to support the Army and the Nation on a project-by-project basis. To help ensure that policies are practical and helpful, HQUSACE employs vertical teaming to address policy issues. HQUSACE continually assesses and improves policies and guidance and periodically reviews implementation of the PMBP to evaluate effectiveness. HQUSACE interprets policies and other USACE guidance and provides clarifications to MSCs, districts, labs and centers when requested. HQUSACE evaluates and facilitates integration of quality systems among MSCs and Centers. In addition, HQUSACE interacts with national customers, other agencies and private industry regarding programmatic issues.

b. MSCs use the PMBP to facilitate effective and efficient project-focused operation, technical competency, business efficiency, and innovation across their geographical region. MSCs look for the root cause of impediments to district excellence, and work to remove encumbrances. MSCs facilitate sharing process improvements, lessons learned, and best business practices among districts and promote consistency across USACE. MSCs work together to ensure that customers who cross MSC boundaries receive seamless service. MSCs provide comments to HQUSACE for necessary improvements and modifications to policy guidance documents. The MSC senior leaders provide integrating assistance to the division commander and lead the regional business center. MSCs perform quality assurance of their subordinate districts' quality process through periodic evaluations using an integrated approach consistent with the PMBP. MSCs perform quality assurance on the information contained in the corporate AIS for projects and programs within their regions.

c. Districts and centers use the PMBP to deliver projects to customers. Each activity will document its quality policies, procedures, and responsibilities in a Quality Management Plan (QMP). The QMP aligns the policies and operational procedures of the entire organization to meet the quality requirements of this regulation. The QMP details the structure and framework

of procedures and activities necessary to satisfy the mission, establishes roles and responsibilities, and assigns accountability for quality. All employees shall read the QMP and understand their roles in the quality framework. Quality objectives for individual projects are documented in the project-specific PMP.

d. The Commander is ultimately responsible for all that happens or fails to happen in the organization. To ensure success, Commanders empower their workforces to operate within the framework of PMBP in executing the mission. Commanders ensure that each echelon of the organization is aligned with the corporate strategic vision. The Commander is the leader of the corporate team, which sets the strategic direction for the organization. The Commander appoints the members of the corporate team and ensures that they maintain and communicate the strategic focus.

e. The corporate team creates the conditions necessary for success through actions and behavior consistent with the PMBP. The corporate team strives to enhance capabilities, improve the organization, and facilitate communications. The corporate team builds and maintains an environment that encourages excellence and continuous improvement. The corporate team's focus is the long-term future of the organization (two or more years out).

f. The DPM has programmatic oversight over all work. The DPM is the Commander's deputy and is responsible to the Commander for effective program and project management. The DPM is responsible for the vertical and horizontal integration of products to produce the projects and manage the programs in accordance with PMBP. The DPM provides continuity of corporate leadership in developing and assessing mission and work requirements and in developing corporate programs, plans, goals, and objectives. All work is assembled under the DPM's oversight so that priority decisions can be made corporately.

g. Senior leaders work at the operations level of the organization, with a focus on executing the current year's mission and planning for the next year. They work as a team to provide adequate resources and delegate authority commensurate with responsibilities to PMs and PDT members to enable project success. They also provide adequate resources and delegate authority commensurate with responsibilities to supervisors to allow for establishment and maintenance of a quality workforce. Senior leadership ensures that the quality management processes are developed, maintained, and followed. Senior leaders evaluate performance and facilitate improvements through application of these principles. They validate audit findings, communicate them to team members, and direct implementation of corrective actions.

h. Supervisors at all echelons of the organization lead their staffs in implementing the PMBP and in achieving professional excellence and continuous improvement. Supervisors at all echelons of the organization are responsible for the competency of their staff. Supervisors' duties include staffing, training, coaching and mentoring necessary to maintain a quality workforce. They work as a management team to assign work, balance workload and resolve resource conflicts on an ongoing basis. All USACE activities are encouraged to establish a middle management team, to take the load of daily resourcing issues off the corporate team, and fully engage middle management in supporting PDTs. Supervisors actively coach and mentor

PDT members and facilitate process improvements through the life cycle of projects. Supervisors maintain a high level of professional expertise, and facilitate access to subject matter experts. Supervisors work with their subordinates to ensure a thorough understanding of USACE policies and procedures.

i. The PM and the PDT are responsible and accountable for delivering quality results. The PM provides leadership and facilitation to the PDT; a multi-disciplined project team with responsibility for assuring that the project stays focused, first and foremost on the public interest, and on the customer's needs and expectations and that all work is integrated and done in accordance with a PMP and approved business and quality management processes. The team focuses on the quality project delivery, with heavy reliance on partnering and relationship development to achieve better performance. The PM assures customer involvement throughout the process and ensures mutual understanding of the customer's role in project success. The PM's relationship with the customer is pivotal to achieving project success. The PM's active role as consultant is essential to ensure that the customer's quality objectives are clearly articulated and that the customer understands the essential professional standards, laws, and codes, as well as public trust issues, that must be incorporated into the project. PMs employ the expertise of their teams to determine the procedures necessary to achieve the target level of quality. The PM and the PDT work with the customer early in the project scoping process to determine what the customer needs, and to refine those requirements in light of safety, fiscal, schedule, legal, and other constraints. Individual PDT members are responsible and accountable for the quality of their own work, for keeping the commitments for completion of their portion of the project as documented in the PMP, and for fiscal stewardship.

j. Program managers integrate program information and facilitate management. Program managers and PMT members keep higher echelons of the customer's organization updated on all work USACE is performing on their behalf, and assist customers in accessing USACE resources across organizational boundaries. Program managers are responsible for making accurate program projections necessary to support workload analysis at the local, regional and national level.

9. Management Control.

a. Management controls, like quality controls, are the responsibility of the leadership at all levels of USACE; from the District Commander, up to the MSC Commander, through to the Headquarters directorates and the Commander. The commanders are responsible for ensuring that all management weaknesses are found and corrected. No upward reporting is required for the corrective action process. If a management weakness requires the awareness of the next higher level of management, it is a material weakness. Material weaknesses discovered are reported through the chain of command. Reports of material weakness must specify corrective actions taken or planned. The highest echelon receiving the report will evaluate the corrective actions, provide assistance, if needed, and track progress.

b. All echelons are to lead and support efforts to collaborate, measure, manage, and improve the PMBP and projects in accordance with AR 5-1, AR 11-2, and FM 22-100. Command

Management Reviews, performance improvement processes and standards at regional and national levels will be used to review, validate, and sustain the best PMBP for project delivery.

c. Headquarters, in concert with field offices, will develop and promulgate guidance media with context and examples of the precepts, and representations for a better understanding, implementation, and learning culture of the USACE Business Process.

FOR THE COMMANDER:

ROBERT CREAR
Colonel, Corps of Engineers
Chief of Staff

2 Appendices

APP A - Definitions
APP B – Plan-Do-Check-Act Cycle

APPENDIX A

DEFINITIONS

Automated Information Systems: A combination of computer hardware and software, telecommunications information technology, personnel, and other resources that collect, record, process, store, communicate, retrieve, and display information.

Corrective Action: Action taken to eliminate the causes of an existing nonconformity, defect, or other undesirable situation in order to prevent recurrence.

Customer: Customer as used in this regulation may be a number of people/organizations to include partners and stakeholders. In general, the customer is any individual or organization for which USACE delivers projects or services to meet specific needs. The intent of the use of the term is not to define a specific group of individuals or organizations, but rather to convey a corporate orientation of public service modeled after private industry's "customer service" model. The true USACE customer is the American public.

Deputy District Engineer for Program and Project Management (DPM): The civilian deputy to the District Commander. DPM as used in this regulation includes Center positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

Echelons: Levels in the organizational hierarchy–district/lab/center, the MSC and HQs.

Empowerment: Having authority to exercise judgment and take action, with the responsibility for resultant positive or negative consequences.

Functional Organization: Organization structure in which staff are grouped by technical specialty.

Mentoring: Guiding and assisting in development of individual and group skills to enhance performance, by freely giving the benefits of one's knowledge and experience to others.

Matrix Organization: An organizational structure in which individuals share a responsibility within their organization and as responsible members assigned to teams.

Matrix Team: Group of people working across organization boundaries for a common purpose.

Program: A group of projects or recurring services that may be categorized by funding source, requirements defined in the program management plan, or other common criteria for which resources are allocated and collectively managed.

Program Management: Component of the PMBP undertaken by all USACE echelons to manage programs. It consists of the development, justification, management, defense and execution of programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program

management, programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependence and broadens the corporate perspectives and responsibilities.

Project: Any work intended to produce a specific expected outcome. A project has a defined scope, quality objectives, schedule, and cost . Internal services are discrete projects when they are non-recurring or of special significance.

Project Management: The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed defined expectations.

Project Management Business Process (PMBP): The fundamental USACE business process used to deliver quality projects. It reflects the USACE corporate commitment to provide "customer service" that is inclusive, seamless, flexible, effective, and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project.

Project Management Plan (PMP) (PgMP for Programs): A living document used to define expected outcomes and guide project (or program) execution and control. Primary uses of the PMP are to facilitate communication among participants, assign responsibilities, define assumptions, and document decisions. Establishes baseline plans for scope, cost, schedule, safety, and quality objectives against which performance can be measured, and to adjust these plans as actual performance dictates. PMP is developed by the project delivery team (PDT).

Quality: The totality of features and characteristics of a product or service that bear on its ability to meet the stated or implied needs and expectations of the project. Quality expectations need to be negotiated among the PDT members (which includes the customer) and are set in the PMP.

Quality Assurance (QA): An integrated system of management activities involving planning, implementation, assessment, reporting, and quality improvement to ensure that a process, item, or service is of the type and quality needed to meet project requirements defined in the PMP.

Quality Control (QC): The overall system of technical activities that measures the attributes and performance of a process, item, or service against defined standards to verify that they meet the stated requirements established in the PMP; operational techniques and activities that are used to fulfill requirements for quality.

Quality Management: Processes required to ensure the project will satisfy the needs and objectives for which it was undertaken, consisting of quality planning, quality assurance, quality control, and quality improvement.

Quality Management Plan: A formal document describing in comprehensive detail the necessary QA, QC, and other technical activities that must be implemented to ensure that the results of the work performed satisfy the stated performance criteria.

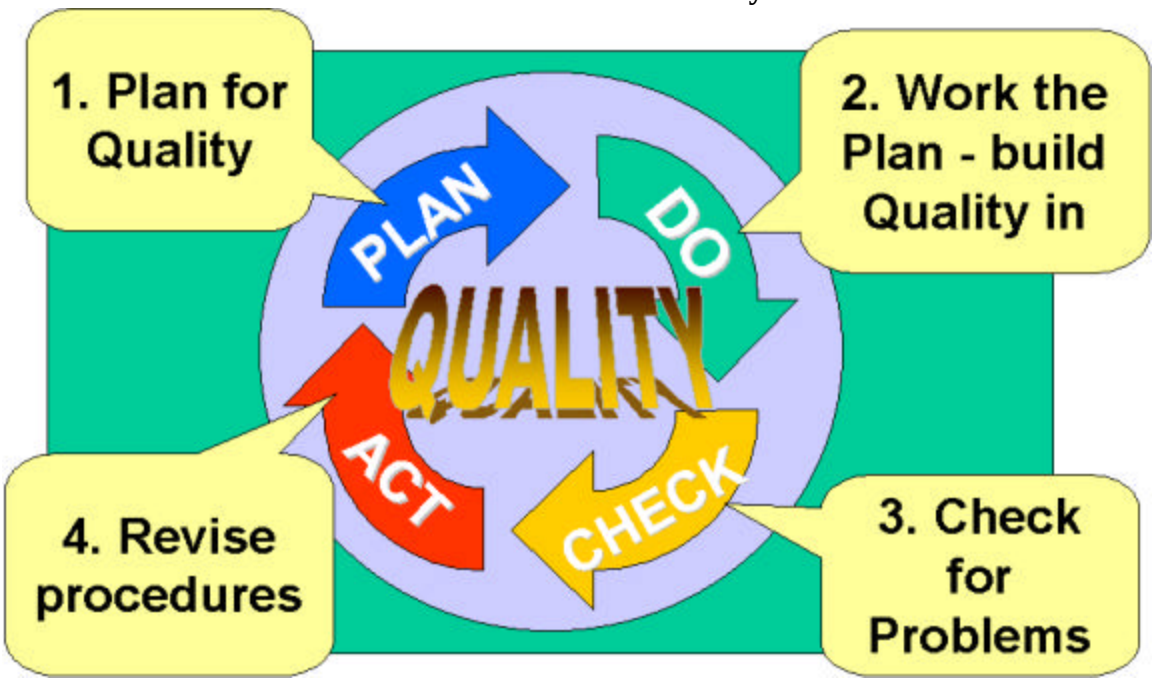
Quality System: A structured and documented management system describing the policies, objectives, principles, organizational authority, responsibilities, accountability, and implementation plan of an organization for ensuring quality in its work processes, products (items), and services. The quality system provides the framework for planning, implementing, and assessing work performed by the organization and for carrying out required QA and QC.

Stakeholders: Individuals and organizations who are involved in or may be affected by the project.

Virtual Team: Team working across geographic or organizational boundaries without physical co-location.

APPENDIX B

Plan-Do-Check-Act Cycle



1. **Plan:** We plan for and build quality into our work at each step in the process. We use a systematic planning process to identify the customer's quality goals; develop an effective plan and processes to achieve those goals, and measure our attainment of the quality objectives. We help our customers to express their desired outcomes in objective, quantitative terms. We communicate with our customers to ensure mutual understanding of standards and processes. It is essential that the project team, which includes the customer, understand the costs and benefits of selected quality standards and the processes to be used to achieve mutual objectives. We identify appropriate standards and determine how to achieve them. We consider the risk factors and complexity of each project, and adapt processes to provide the requisite level of quality. We consult, advise, and reach consensus with the customer before we do work. We use value engineering when it serves to increase the quality of our projects. The product of the planning phase is the project management plan (PMP).

2. **Do:** We then do the work according to approved PMPs and documented procedures. Our procedures are developed and documented with sufficient detail to ensure that actions are performed correctly and completely each time. Project and program execution is a dynamic process. The team must communicate and adapt to changing conditions and modify project plans to ensure project objectives are met. Quality management consists of executing a well-conceived and continually updated PMP.

3. **Check:** We perform sufficient independent technical review, management oversight, and verification to ensure that we meet the quality objectives documented in the PMP. Team members periodically check performance against the plan and verify sufficiency of the plan and

actual performance to meet or exceed agreed-on objectives. After action reviews are conducted to facilitate sharing of lessons learned. Findings are shared with the project teams and other personnel to facilitate continuous improvement.

4. **Act:** We take specific corrective actions to remove the systemic cause of any non-conformance, deficiency, or other unwanted effect. We improve quality through systematic analysis and refinement of work processes. The process of continuous quality improvement leads to the refinement of the overall quality system. Quality improvements include appropriate revisions to quality management plans, alteration of procedures, and adjustments to resource allocations.

APPENDIX B

PMBP INITIATIVE
PROGRAM MANAGEMENT TEAM CHARTER

CHARTER

UNITED STATES ARMY CORPS OF ENGINEERS

PROJECT MANAGEMENT BUSINESS PROCESS
PROGRAM MANAGEMENT TEAM

"Our purpose is to serve the Army and the nation."

Introduction

The complexity of implementing corporate business processes across all functions and programs necessitates establishment of an integrating element. The development of the Corps regulation, tools, and training in support of the corporate business process has proceeded through initiatives of headquarters and field elements. Up to this point, each team independently managed its respective scope, integration, and product approvals. To assure corporate integration in these initiatives, I am chartering a Headquarters Program Management Team.

Team Purpose

This Charter establishes and empowers a HQUSACE Matrix team whose purpose is to provide corporate oversight and guidance, integration, issue resolution, and assure appropriate approvals for products and processes created to support the USACE Project Management Business Process (PMBP). The initiatives associated with the charter are, but not limited to:

a. Corporate Business Process
b. Doctrine and Policy (ER 5-1-11)
c. Automation Information System (AIS) [P2, P3e etc.]
d. Curriculum and Culture Development
e. Construction S&A Study

PMT Roles, Responsibilities, and Authorities .

a. PMT Program Manager. The team is led by a full time dedicated Program Manager appointed by the Commander. The program manager leads the Initiatives project managers (PMs). The program manager is responsible for the

integration between PMT and the PMs, and is the proponent for the PMBP and PMT. The program manager will lead and encourage broad participation in PMT meetings and IPRs seeking consensus and assuring timely and corporate issue resolution. The program manager approves budget requests, which must be submitted by the PMs, and represents the initiatives in the HQ budget process.

b. PMT. The team is a cross-functional matrix team composed of senior staff representing the Corps HQ leadership (List of PMT members is attached). The PMT reports to the Commander through monthly In Progress Reviews (IPR). The PMT will provide corporate oversight and guidance to assure products and processes conform to the fundamentals of the PMBP. The PMT will develop and maintain a Program Management Plan that includes integration of the individual Project Management Plans. The PMP will include a communications plan to assure Corps wide input and participation. Its plan will integrate the individual communication plans for each initiative. All Corps wide communication will be coordinated through this plan and program manager. PMT members will work with the PMBP Initiatives project managers to create and maintain an integrated process, schedule, and budget. Project managers will coordinate their teams' products with the PMT, which will assure correct and consistent development prior to PMT approval. The PMT will hold regular IPRs with the PMs to assure synergy and integration.

Sunset Provision

This charter and the program it supports must be evaluated annually to determine where adjustments are necessary to assure its products and process meet the USACE mission and functions, and is consistent to serving the Army and the nation. This charter must be validated and signed biennially from the date of this signing to remain in effect.

ROBERT B. FLOWERS
Lieutenant General, U.S. Army
Commanding

APPENDIX C

LIST OF PMBP INITIATIVE PROGRAM MEMBERS

To be Provided.

APPENDIX D

EARNED VALUE REPORTS

To be Provided.

APPENDIX E

SCHEDULE AND COST CHANGE REQUEST FORM

SCHEDULE AND COST CHANGE REQUEST FORM

Project: **Date:**
Requested by: **Request No.**:

Request
Change Description:
Justification:
Narrative Description of Impact:
Cost Impact:
Schedule Impact:
Other:

Coordination
SME Team:
PDSC:
Contractors:

Resolution of Change
☐ Approved ☐ Disapproved
Basis of Action:
PM Signature:
Date: